

<b>Funding Opportunity 5</b>	
<b>Type:</b>	Federal
<b>Categories:</b>	Brownfield Assessments (and Revolving Loan Funds)
<b>Entity:</b>	U.S. EPA
<b>Name:</b>	Brownfield Area-Wide Assessment Program
<b>Applicability:</b>	The city of National City and/or a Coalition formed to address wide scale redevelopment within the Mile of Cars or Harbor District Industrial Park corridor would be able to use this funding as a resource for planning remediation and building community stakeholders' understanding of the extent of existing property contamination and cleanup approaches.
<b>Action Steps:</b>	Explore this funding resource with the City as an option for conducting Phase 1 and Phase 2 (soil sampling), as well as feasibility studies for remediation on an area-wide scale. Property owners and prospective developers must be outreached to and engaged as partners rather than adversaries.
<b>Description:</b>	Funding may be used to inventory, assess, conducting planning and community involvement activities related to brownfield sites.
<b>Award Amount:</b>	Applicants may apply for \$200,000 to \$350,000 to address hazardous substances sites, plus another \$200,000 to \$350,000 to address petroleum sites. Up to \$700,000 per applicant over 3 years. (\$1 million for Assessment Coalitions of 3 partners with a minimum of 5 sites.)
<b>Required Leverage:</b>	None required.
<b>Eligibility:</b>	State and local governments (cities) including coalitions with local government agency as lead.
<b>Non-Eligible</b>	Nonprofits; businesses
<b>Deadline:</b>	January 2015 (estimated)
<b>Timing:</b>	The City must be ready to apply for and, if awarded, administer a multi-year/multi-site project that may involve several partners.
<b>Website:</b>	<p><a href="http://www.epa.gov/brownfields/grant_info/tba.htm">www.epa.gov/brownfields/grant_info/tba.htm</a></p> <p>Contact for Information:</p> <p>Noemi Emeric-Ford, Lead Brownfields Coordinator, Region 9 (213) 244-1821 Email: <a href="mailto:emeric-ford.noemi@epa.gov">emeric-ford.noemi@epa.gov</a></p> <p>Nicole Moutoux, Brownfields and Site Assessment Section Chief (415) 972-3012 <a href="mailto:Moutoux.Nicole@epa.gov">Moutoux.Nicole@epa.gov</a> U.S. EPA Region 9 Mail Code SFD-6-1 75 Hawthorne Street San Francisco, CA 94105</p>

<b>Funding Opportunity 6</b>	
<b>Type:</b>	Federal
<b>Categories:</b>	Brownfield Cleanup
<b>Entity:</b>	U.S. EPA
<b>Name:</b>	Brownfields Cleanup Grants
<b>Applicability:</b>	The city of National City or EHC can look into this grant if it purchases a site that needs remediation.
<b>Action Steps:</b>	For a targeted property, a Phase 1 and Phase 2 study must be completed no more than 6 months in advance of requesting EPA Cleanup funds. Due Diligence to determine liability for contamination must also be demonstrated by the site owner. The site cannot be a CERCLA or Superfund site.
<b>Description:</b>	EPA cleanup grants may be used to address sites contaminated by petroleum and hazardous substances and pollutants.
<b>Award Amount:</b>	\$200,000 over 3 years per site. Up to \$600,000 for 3 sites.
<b>Required Leverage:</b>	20% match is required. A waiver of the 20 percent cost share may be requested based on hardship.
<b>Eligibility:</b>	Cities; nonprofits. Applicant must own the property.
<b>Non-Eligible</b>	Limited Liability Corporations; for-profit businesses.
<b>Deadline:</b>	January 2015 (est.)
<b>Timing:</b>	This is an annual funding opportunity, with Requests for Proposals
<b>Website:</b>	<p><a href="http://www.epa.gov/brownfields">www.epa.gov/brownfields</a></p> <p>Contact for Information:</p> <p>Noemi Emeric-Ford, Lead Brownfields Coordinator, Region 9 (213) 244-1821 Email: <a href="mailto:meric-ford.noemi@epa.gov">meric-ford.noemi@epa.gov</a></p>

<b>Funding Opportunity 7</b>	
<b>Type:</b>	State
<b>Categories:</b>	Brownfield Assessment
<b>Entity:</b>	Department of Toxic Substances Control (DTSC)
<b>Name:</b>	Targeted Site Investigation (TSI) Program
<b>Applicability:</b>	The TSI program supplements and/or expedites assessment and planning (inventories, Phase 1 and Phase 2 studies, cleanup plans) for sites with redevelopment potential. TSI funds have been used to inventory and assess auto repair, plating, dry cleaning and other establishments.
<b>Action Steps:</b>	Track availability of funds in 2015 and beyond.
<b>Description:</b>	The TSI selects sites through a competitive process to receive funding for environmental investigation services. For selected sites, DTSC oversees the investigation and develops a report at no cost to the applicant. The goal of the program is to facilitate the redevelopment planning and reuse of brownfields.
<b>Award Amount:</b>	Varies; no direct awards to applicants, EPA screens, selects and pays qualified consultants directly. (This process saves the applicant grant administration costs.)
<b>Required Leverage:</b>	None required.
<b>Eligibility:</b>	Nonprofit organizations; Local and regional units of government, Environmental Justice Communities
<b>Non-Eligible</b>	For-profit entities
<b>Deadline:</b>	July 2015
<b>Timing:</b>	
<b>Website:</b>	<p><a href="http://www.dtsc.ca.gov/SiteCleanup/Brownfields/Loans_Grants.cfm">www.dtsc.ca.gov/SiteCleanup/Brownfields/Loans_Grants.cfm</a></p> <p>Contact for information:</p> <p>Maryam Tasnif-Abbasi (714) 484-5489 <a href="mailto:Maryam.tasnif-abbasi@dtsc.ca.gov">Maryam.tasnif-abbasi@dtsc.ca.gov</a></p>

<b>Funding Opportunity 8</b>	
<b>Type:</b>	State
<b>Categories:</b>	Brownfield Remediation (Cleanup)
<b>Entity:</b>	CalEPA & Department of Toxic Substances Control (DTSC)
<b>Name:</b>	Brownfields Revolving Loan Fund (RLF)
<b>Applicability:</b>	Funds may be used for site cleanup, community involvement, and reuse planning.
<b>Action Steps:</b>	The DTSC Revolving Loan Fund may be explored as a resource <u>after</u> assessments and a cleanup work plan is developed for the contaminated site to determine the need for supplemental or more rapidly available funding.
<b>Description:</b>	The DTSC RLF established a Revolving Loan Fund provides loans and subgrants for cleanup and reuse planning of brownfields.
<b>Award Amount:</b>	For RLF granted agencies, up to \$1 million with \$1 million for each consortium member. Low interest loans to subapplicants vary; in some cases, a subgrant or combined loan/grant may be awarded (\$200,000).
<b>Required Leverage:</b>	20% cost share for 5 years.
<b>Eligibility:</b>	Developers, businesses, schools, and local governments, nonprofits, community development corporations, private property owners (loans only).
<b>Non-Eligible</b>	Parties that caused the contamination or are related to the entity that caused the contamination.
<b>Deadline:</b>	Continuous, subject to funds availability
<b>Timing:</b>	Depending on the amount of funds left (first come, first serve), the RLF loans and subgrants are available on an open/continuous basis.
<b>Website:</b>	<p><a href="http://www.dtsc.ca.gov/SiteCleanup/Brownfields/Loans_Grants.cfm">www.dtsc.ca.gov/SiteCleanup/Brownfields/Loans_Grants.cfm</a></p> <p>Maryam Tasnif-Abbasi (714) 484-5489 <a href="mailto:Maryam.Tasnif-Abbasi@dtsc.ca.gov">Maryam.Tasnif-Abbasi@dtsc.ca.gov</a></p>

<b>Funding Opportunity 9</b>	
<b>Type:</b>	State
<b>Categories:</b>	Brownfield Remediation
<b>Entity:</b>	CalEPA/State Water Resources Control Board (SWRCB)
<b>Name:</b>	Orphan Site Cleanup Fund (OSCF); Underground Storage Tank Cleanup
<b>Applicability:</b>	This is a potential resource for small businesses that are future tenants of the Harbor District Industrial Park or prospective buyers of abandoned properties with underground storage tanks.
<b>Action Steps:</b>	Track availability of program funds in 2015 and beyond. Explore funds as part of an area-wide redevelopment plan.
<b>Description:</b>	In October of 2005, the Water Resources Control Board released details of this program that will fund cleanup at urban, sites with contamination from leaking petroleum underground storage tanks where there is no financially responsible party. To qualify a site must be a brownfield as defined by the program.
<b>Award Amount:</b>	\$1.5 million (reimbursement of expenses excluding UST removal).
<b>Required Leverage:</b>	---
<b>Eligibility:</b>	Small businesses (gas stations; fleet services, etc.) Site previously had economic activity, vacant for 12 months, must be in an urban area.
<b>Non-Eligible</b>	Entities eligible for regular EPA or State Cleanup funds; owners or operators who caused the petroleum release.
<b>Deadline:</b>	December (annually)
<b>Timing:</b>	\$10 million available for funding. Program sunsets in January 2016.
<b>Website:</b>	<p>Application criteria, contacts and deadlines for this program are available on the website of the California State Water Resources Control Board under the OSCF Program: <a href="http://www.waterboards.ca.gov/cwphome.ustcf">www.waterboards.ca.gov/cwphome.ustcf</a></p> <p>Contact for Information:</p> <p>Judy Reid (916) 341-5760 jreid@waterboards.ca.gov</p>

**LAND REUSE PLANNING, POLLUTION PREVENTION AND  
COMMUNITY INVOLVEMENT**

Funding Opportunity 10	
<b>Type:</b>	Federal
<b>Categories:</b>	Planning and Consortium Building
<b>Entity:</b>	U.S. Department of Commerce Economic Development Administration (EDA)
<b>Name:</b>	(1) Planning and Local Technical Assistance (2) Economic Development Assistance Program (EDAP) (3) Regional Innovation Grants
<b>Applicability:</b>	The EDAP grant is a promising source of public gap funding for construction of a large-tenant multi-use facility (Harbor District Industrial Park). It is essential to show regional collaboration and innovation for the proposed project.
<b>Action Steps:</b>	Explore all three grants programs
<b>Description:</b>	<p>The EDA Planning grant assists recipients in creating regional economic development plans that create, implement, revise or replace Comprehensive Economic Development Strategies (CEDs). The Local TA program strengthens the capacity of local organizations, states or other eligible recipients to promote and undertake projects such as feasibility studies and impact studies.</p> <p>EDAP funds construction, neo-construction and revolving loan funds in economically distressed areas to create jobs, leverage private capital, encourage economic development for increased global competitiveness. EDA favors new ideas and creative approaches to address rapidly evolving economic conditions. <b>In addition to economically distressed communities, an investment priority is projects that promote job creation and economic prosperity through enhancing environmental quality and developing and implementing green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies. For example, EDA states specifically that it “might provide funding to a city to support the construction of a publically-owned multi-tenant business and industrial facility to house early-stage businesses.”</b></p> <p>EDA also offers Regional Innovation Grants to develop regional innovation strategies, including regional innovation clusters to build globally competitive regions. As part of this strategy, funding is available for capacity-building activities that include Proof of Concept Centers and Commercialization Centers as well as scaling of existing commercialization programs and centers; feasibility studies for the creation and expansion of facilities such as science and research parks; and supporting opportunities to close the funding gap for early-stage companies. To that end, EDA’s i6 Challenge is being joined by additional grant opportunities to create the Regional Innovation Strategies (RIS) Program. Under this program, EDA is soliciting applications for three separate competitions: 1. 2014 i6 Challenge; 2. Science and Research Park Development Grants; and 3. Cluster Grants for Seed Capital Funds. Applicants may, but are not required to, submit proposals for more than one competition under the RIS Program.</p>
<b>Award Amount:</b>	\$60,000 – \$70,000 for Planning; Up to \$500,000 for Regional Innovation Grants; up to \$3 million for capital development projects
<b>Required</b>	EDA may fund 80% of the total project cost if the area meets criteria that include

<b>Leverage:</b>	“not more than 60% of the national average.” The amount available from EDA decreases as the area average income rises, up to 60% of the national average (i.e., in which case, EDA funds 50% of the total project costs).
<b>Eligibility:</b>	Nonprofits, consortiums, private institutions of higher learning, city or township governments, counties, states.
<b>Non-Eligible</b>	For-profit entities or individuals.
<b>Deadline:</b>	October 2014 for funding cycle 1 of FY 2015. Funding cycles have followed a quasi-quarterly schedule (FY 2015 Cycle 2, 3 and 4 to be announced). Dec – January; March; June
<b>Timing:</b>	Applications for 2015 are due in November. Viable for future funding years (FY 2016+).
<b>Website:</b>	<p><a href="http://www.eda.gov">www.eda.gov</a></p> <p>Contact for Information:  Wilfred Marshall  5777 West Century Boulevard Suite 1675  Los Angeles, CA 90045  Telephone: (31 0) 348-5386  <a href="mailto:wilfred.l.marshall@eda.gov">wilfred.l.marshall@eda.gov</a></p> <p>Julie Kirk Director, Office of Innovation and Entrepreneurship  <a href="mailto:oie@eda.gov">oie@eda.gov</a></p>



<b>Funding Opportunity 11</b>	
<b>Type:</b>	Federal
<b>Categories:</b>	Pollution Prevention
<b>Entity:</b>	U.S. EPA
<b>Name:</b>	Source Reduction Assistance (SRA) Grant Program
<b>Applicability:</b>	Can be used for workshops and technical assistance that help the public and private sectors apply the concepts of green chemistry in making operational strategic decisions.
<b>Action Steps:</b>	Watch FY 2016 federal budget for program funding.
<b>Description:</b>	Community-based grassroots organizations and other eligible entities may propose projects that demonstrate pollution prevention/source reduction and resource conservation efforts through surveys, studies, research, investigation, experimentation, education, training and/or innovative practices; with the intent of reducing or eliminating pollution at the source to improve people's health and the environment. Outcomes focus on hazardous materials reduced, energy and water saved or conserved, and dollars saved.
<b>Award Amount:</b>	\$10,000 - \$147,000 per year
<b>Required Leverage:</b>	5 percent match
<b>Eligibility:</b>	States, local governments, cities, school districts, institutions of higher learning, nonprofits
<b>Non-Eligible</b>	For profit entities
<b>Deadline:</b>	March 2015
<b>Timing:</b>	If awarded projects begin in October 2015.
<b>Website:</b>	<p><a href="http://www.epa.gov/p2/pubs/grants">www.epa.gov/p2/pubs/grants</a></p> <p>Contact Information:  U.S. EPA Region 9 (WST-7)  Waste Division  75 Hawthorne St.  San Francisco, CA 94105  John Katz: (415-972-3283), <a href="mailto:katz.john@epa.gov">katz.john@epa.gov</a>  Jessica Counts-Arnold: (415-972-3288); <a href="mailto:counts-arnold.jessica@epa.gov">counts-arnold.jessica@epa.gov</a>  Wendi Shafir: (415-972-3422); <a href="mailto:shafir.wendi@epa.gov">shafir.wendi@epa.gov</a></p>

<b>Funding Opportunity 12</b>	
<b>Type:</b>	Federal
<b>Categories:</b>	Pollution Prevention and Water Conservation
<b>Entity:</b>	U.S. EPA and State Water Resources Control Board
<b>Name:</b>	Water Quality and Infrastructure Improvement
<b>Applicability:</b>	City of National City could apply for additional funding to contribute toward water infrastructure for pollution prevention related to automotive repair businesses.
<b>Action Steps:</b>	Explore with the California Water Resources Control Board and National City the feasibility of accessing U.S. EPA funding.
<b>Description:</b>	The U.S. EPA announced October 2, 2014 announced \$183,500,000 is available as additional funding and will be used for California water quality projects that will reduce water pollution, improve municipal drinking water and wastewater infrastructure, make water and energy projects more efficient, and provide technical assistance to communities.
<b>Award Amount:</b>	Varies (City of Fresno obtained \$51 million in zero interest loan).
<b>Required Leverage:</b>	To be announced.
<b>Eligibility:</b>	Cities and municipalities
<b>Non-Eligible</b>	Nonprofits, businesses, individuals
<b>Deadline:</b>	To be announced.
<b>Timing:</b>	Announcements of funding availability should be released in early 2015 (possibly January).
<b>Website:</b>	<p>Application criteria, contacts and deadlines for this program are available on the website of the California Water Resources Control Board:</p> <p><a href="http://www.waterboards.ca.gov">www.waterboards.ca.gov</a></p> <p>Contact for Information:</p> <p>Judy Reid  (916) 341-5760  jreid@waterboards.ca.gov</p>

Funding Opportunity 13	
<b>Type:</b>	Philanthropic
<b>Categories:</b>	Planning and Community Engagement (Sustainable Communities)
<b>Entity:</b>	Smart Growth Funders Network
<b>Name:</b>	Partners for Places
<b>Applicability:</b>	This program is a city or district-wide opportunity to build a fully engaged partnership committed to planning and implementing significant change toward achieving sustainable communities.
<b>Action Steps:</b>	Include Partners for Places grants in the funding plan for philanthropic (e.g., San Diego Foundation) and city engagement in an area-wide approach. Track Smart Growth Funders Network events and opportunities to meet participating funders.
<b>Description:</b>	<p>Since 1999, the Funders' Network for Smart Growth and Livable Communities (TFN) has worked with foundations, nonprofit organizations, and other partners to address the environmental, social, and economic problems created by sprawling patterns of development and urban disinvestment. Partners for Places is a successful matching grant program that creates opportunities for cities and counties in the United States and Canada to improve communities by building partnerships between local government sustainability offices and place-based foundations.</p> <p>The project must advance at least one of the following:</p> <ul style="list-style-type: none"> <li>• A key aspect of a community-focused sustainability, climate action, comprehensive plan provision that specifically addresses sustainability</li> <li>• <b>A key aspect of any plan endorsed by the mayor or city manager that states the goal of balancing economic development, environmental quality, and equity</b></li> <li>• An area identified for performance improvement or implementation for Certified STAR Communities.</li> </ul> <p>Partners for Places will not support existing local government staff, major capital projects (actual development), or endowments.</p>
<b>Award Amount:</b>	Grants are between \$25,000 and \$75,000, with a 1:1 match required by one or more local place-based foundations. The Selection Committee will consider proposals for two-year project support, with an award range of \$50,000-\$150,000. An application requesting two years of project support would require a two-year match commitment up front from local funders.
<b>Required Leverage:</b>	1:1 match
<b>Eligibility:</b>	Cities or municipalities with a Sustainability Director or a Community or Place-based Foundation (may be the lead applicant in a consortium).
<b>Non-Eligible</b>	Nonprofit organizations that are not foundations; businesses; cities or MPOs without a commitment to Sustainability as evidenced by a plan and director.

<b>Deadline:</b>	<b>Applications are due in July of each year.</b>
<b>Timing:</b>	Readiness to submit an application for funding should begin well before the deadline in order to engage a foundation and city or county Sustainability Director. Round 5 (2015) funding availability announcements were posted in May 2014;

	applications were due in July 2014.
<b>Website:</b>	<a href="http://www.fundersnetwork.org/participate/green-building/partners-for-places/">http://www.fundersnetwork.org/participate/green-building/partners-for-places/</a>

## **WORKFORCE AND JOB TRAINING (ENVIRONMENTAL)**

<b>Funding Opportunity 14</b>	
<b>Type:</b>	Federal
<b>Categories:</b>	Environmental Jobs Training
<b>Entity:</b>	U.S. EPA
<b>Name:</b>	Environmental Workforce Development and Job Training Grants Program
<b>Applicability:</b>	This program funds training for area residents in environmental jobs, particularly those relating to brownfields and green industry pollution prevention. It could offset the impact of displacing workers (35 to 60 annually) from polluting businesses through certified job skills training and placement. If an incubator model is selected for the Harbor Industrial Park, this program could also enhance the training capacity of the facility. Grants are for 3 years, targeting an average of 30 to 60 trainees.
<b>Action Steps:</b>	Incorporate as a potential element of area-wide redevelopment planning. Identify and link to potential qualified green jobs workforce training partners, including the San Diego Workforce Partnership.
<b>Description:</b>	Annual grants allow nonprofit and other organizations to recruit, train, and place predominantly low-income and minority, unemployed and under-employed people living in areas affected by solid and hazardous waste. Residents learn the skills needed to secure full-time, sustainable employment in the environmental field, including assessment and cleanup. These green jobs reduce environmental contamination and build more sustainable futures for communities.
<b>Award Amount:</b>	\$200,000 per year for 3 years
<b>Required Leverage:</b>	None required.
<b>Eligibility:</b>	Nonprofits
<b>Non-Eligible</b>	--
<b>Deadline:</b>	February - March 2015
<b>Timing:</b>	Available annually if funding is appropriated.
<b>Website:</b>	<a href="http://www.wpa.gov/ogd/training/resources_for_communities/">www.wpa.gov/ogd/training/resources_for_communities/</a>  Contact for Information: Joe Bruss, 202-566-2772; email: bruss.joseph@epa.gov

**ECONOMIC AND COMMUNITY DEVELOPMENT  
(TOD AND SUSTAINABLE COMMUNITIES INFRASTRUCTURE)  
CAPITAL GRANTS AND LOANS**

<b>Funding Opportunity 15</b>	
<b>Type:</b>	Federal (with City as Partner)
<b>Categories:</b>	Economic Development
<b>Entity:</b>	U.S. Department of Housing & Community Development (HUD)
<b>Name:</b>	Community Development Block Grant (CDBG) – Capital Improvement Program
<b>Applicability:</b>	The CDBG Program is a potential source for gap funding (typically after other funding sources are in place) to complete infrastructure or community-benefit capital projects for lower income communities with high rates of unemployment. The 5-Year Consolidated Plan identifies funding priorities that include: affordable housing, housing rehab, HOME program, and shelters/services for the homeless. According to the National City 5 Year Consolidated Plan, the total amount of CDBG funds that are available for FY2014-2015 activities is \$863,156. However, the majority of these funds are allocated to housing and some public services.
<b>Action Steps:</b>	Track and participate in 5-Year Consolidated Plan (2016-2020) committee and Annual Action plan public hearings and processes to advocate for economic development project funding that will create jobs and adapt the local economy to future growth opportunities in green industry sectors. The project area in National City is located within a cluster of CDBG-eligible census tracts with a 75.1% or greater low-to-mid income population.
<b>Description:</b>	CDBG Grant funds are provided by U.S. Department of Housing and Urban Development (HUD) to cities and counties to improve housing and economic development opportunities in low-income communities. Cities can choose to spend these funds for brownfield site assessment, remediation, agency oversight costs, legal support, and other expenses related to economic development of sites in qualifying census tracts. The CDBG program also funds Capital Improvement Projects, including low-income housing, infrastructure, and public facilities for safety, health or homeless populations.
<b>Award Amount:</b>	Varies – up to \$2 million.
<b>Required Leverage:</b>	None required.
<b>Eligibility:</b>	City agencies, NGOs, nonprofits.
<b>Non-Eligible</b>	Sites that are not in a CDBG-eligible census tract (based on population income levels). For-profit organizations; individuals.
<b>Deadline:</b>	See timing schedule below.
<b>Timing:</b>	<p>The Schedule for Submittal of Annual Action Plans for CDBG funding is:</p> <ul style="list-style-type: none"> <li>• November – City Council presentation on the Consolidated Plan Priorities</li> <li>• November – December NOFA Technical Assistance Workshop for applicants</li> <li>• January – March – Draft Annual Action Plan</li> <li>• March – Public Hearing #1 on Grant Funding Recommendations</li> <li>• February – March – Grant Applications to City Council &amp; Applicant Presentations</li> <li>• January – Applications Submittal</li> <li>• March – April – 30-Day Public Review of Action Plan; Public Hearing #2</li> <li>• May 15 – Submission of Annual Action Plan to HUD</li> </ul>



	<ul style="list-style-type: none"> <li>• HUD Approval of Annual Action Plan</li> </ul>
<b>Website:</b>	<p><a href="http://www.nationalcityca.gov/index.aspx?page=138">www.nationalcityca.gov/index.aspx?page=138</a></p> <p>Contact for Information:</p> <p>Leslie Deese, City Manager  (619) 336-4240  <a href="mailto:Ldeese@nationalcityca.gov">Ldeese@nationalcityca.gov</a></p> <p>Alfredo Ybarra, Community Development Manager  (619) 336-4279  <a href="mailto:alfredoy@nationalcityca.gov">alfredoy@nationalcityca.gov</a>  Housing, Grants, and Asset Management Department  MLK Jr. Community Center  140 E 12th Street, Suite B  National City, CA 91950  <b>Telephone Number:</b> (619) 336-4219</p>

<b>Funding Opportunity 16</b>	
<b>Type:</b>	State
<b>Categories:</b>	Community Development – Capital Projects (Infrastructure and Community Facilities)
<b>Entity:</b>	California Infrastructure and Economic Development Bank
<b>Name:</b>	I-Bank Revolving Loan Fund
<b>Applicability:</b>	The I-Bank may assist with gap financing for a large capital project, such as the Harbor Industrial Park, that relates to infrastructure improvements, including environmental, or a community facility, which assumes some public/private investment.
<b>Action Steps:</b>	The I-Bank is a potential option for funding infrastructure related to the Harbor Industrial District Park in the context of a project that is strongly supported by the City as an active partner. Preliminary contact may be made to determine the expectations, potential funding amount, and time-frame; also whether a larger bond would need to be issued and how it would be repaid. (This would have to be approved by the City Council.) The process assumes at least 2 years of planning.
<b>Description:</b>	<p>The California Financing Coordinating Committee (CFCC) was formed in 1998 and is made up of six funding members: four state, two federal. CFCC members facilitate and expedite the completion of various types of infrastructure projects helping customers combine the resources of different agencies. The Bank provides “patient” low-interest capital for projects such as drinking water, waste water, solid waste, water quality, water supply, water conservation, renewable energy and energy efficiency, flood management, community facilities, streets and highways, and emergency response vehicles. Projects for capital expansion may be industrial, utility or commercial, educational, social or cultural. Projects must be fully permitted, voter- or community approved, with other sources of funding in-place and a source of loan repayment secured.</p> <p>The I-Bank also offers Industrial Development Bonds through the California Industrial Development Financing Advisory Committee. Bond financing provides the project a below-market interest rate and a 30-year loan term. Eligible manufacturing companies can use the proceeds from bond sales to construct facilities and acquire property.</p>
<b>Award Amount:</b>	Low interest, long-term loans (\$50,000 to \$25 million for 30 year terms).
<b>Required Leverage:</b>	Other funding as needed and repayment scheme (e.g., leases, grants, etc.)
<b>Eligibility:</b>	Cities; municipal agencies; eligible NGOs or nonprofits (some programs): “An eligible borrower may be any company, corporation, association, state or municipal governmental entity, partnership, firm, or other entity or group of entities, provided that for a borrower, other than a state or municipal governmental entity, such borrower is organized as a public benefit tax exempt not for profit entity and applies for financing from the I-Bank in conjunction with a sponsor.”
<b>Non-Eligible</b>	Private businesses; projects that do not meet criteria for loans
<b>Deadline:</b>	Continuous basis (quarterly Committee reviews)

<b>Timing:</b>	Funding is available through state bonds; the I-Bank applies for bonds as needed.
<b>Website:</b>	<a href="http://www.cfcc.ca.gov">www.cfcc.ca.gov</a>  Contact for Information:  Ruben Rojas, Deputy Executive Director <a href="mailto:Ruben.Rojas@ibank.ca.gov">Ruben.Rojas@ibank.ca.gov</a> : (916) 327-2029  Marilyn Munoz, General Counsel <a href="mailto:Marilyn.Munoz@ibank.ca.gov">Marilyn.Munoz@ibank.ca.gov</a> : (916) 322-1299

Funding Opportunity 17	
<b>Type:</b>	State
<b>Categories:</b>	Transit-Oriented Development and Affordable Housing
<b>Entity:</b>	Strategic Growth Council (SGC) with administration delegated to the Department of Housing and Community Development (HCD)
<b>Name:</b>	Affordable Housing and Sustainable Communities (AHSC) – (aka “Cap and Trade”) Synopsis (Source: Capital Reporter, Sept. 25, 2014)
<b>Applicability:</b>	<p>SGC draft guidelines specify two categories for program funding under AHSC:</p> <p>(1) <b>"Integrated Connectivity Projects"</b> – The draft guidelines go beyond the state's <a href="#">Transit-Oriented Development (TOD) Housing Program</a>, to allow for a broader range of community contexts. The first project type "Integrated Connectivity Projects" in "Areas with Potential to Improve Transit" would fund opportunities to reduce greenhouse gas emissions in areas that lack the robust transit systems required under the TOD Housing Program. Eligible uses include: Affordable-home developments, transit and active transportation infrastructure, programs to increase transit ridership, and other infrastructure and programs.</p> <ul style="list-style-type: none"> <li>Amount of funds: At least 30 percent of program funds for the first year will be awarded to this category.</li> </ul> <p>(2) <b>"Transit Oriented Development Project Areas"</b> – The second project type "Transit Oriented Development Project Areas" in "Qualifying High Quality Transit Areas," must include both:</p> <p>(a) A residential or mixed-use development with at least 20 percent of the homes reserved for lower-income households, <b>and</b></p> <p>(b) One or more of the following: Housing-related infrastructure (e.g. sewer upgrades); transit, walking, or biking infrastructure; or green infrastructure (e.g. a park).</p> <ul style="list-style-type: none"> <li>Amount of funds: At least 40 percent of the funds are will be awarded to this category.</li> </ul> <p>SB 535 stipulates that at least 25 percent of AHSC funds must benefit disadvantaged communities (DACs) and 10 percent must be spent within those communities. Identification of a “DAC” for the purposes of the AHSC will be based on CalEPA’s Enviro-Screen tool and mapping. This application incorporate several criteria based on evidential data. Under this system, the majority of communities falling within the 10 percent (total highest ranking score) range are in Central California and Los Angeles. The target census tracts in National City comprising the automotive repair project area appear to be in the 20 percent level (second highest ranked) of identified DACs.</p>
<b>Action Steps:</b>	As local Metropolitan Planning Organizations will determine which concepts are most competitive to submit full applications, information from SANDAG should be requested after the guidelines are finalized.
<b>Description:</b>	The AHSC program funds land-use, housing, transportation, and land preservation

	<p>projects to support infill and compact development that reduces greenhouse gas (“GHG”) emissions. These projects facilitate the reduction of the emissions of GHGs by improving mobility options and increasing infill development, which decrease vehicle miles traveled and associated greenhouse gas and other emissions, and by reducing land conversion, which would result in emissions of greenhouse gases.</p> <p>Projects are also to support related and coordinated public policy objectives, including:</p> <ol style="list-style-type: none"> <li>1. Reducing air pollution</li> <li>2. Improving conditions in disadvantaged communities</li> <li>3. Supporting or improving public health</li> <li>4. Improving connectivity and accessibility to jobs, housing and services</li> <li>5. Increasing options for mobility, including active transportation</li> <li>6. Protecting agricultural lands to support infill development</li> </ol> <p>The guidelines include 17 scoring criteria, with multiple sub-criteria in many of them. These include greenhouse gas emission reductions, readiness, leveraging, location near job centers, impact on transit ridership, incorporation of walking and biking features, community greening, housing affordability, and more. No point values have been assigned to the scoring criteria yet. (See draft guidelines pages 30-52.)</p> <p>For housing, the program retains HCD’s TOD Housing Program's minimum-project size requirement, i.e., 50 units for "non-metropolitan areas" and 100 units for "metropolitan areas."</p>
<b>Award Amount:</b>	To be determined.
<b>Required Leverage:</b>	To be determined. (May be modeled on HCD’s TOD housing program.)
<b>Eligibility:</b>	A local public agency must be the lead or joint applicant, even for applicants seeking funding only for housing development and housing-related infrastructure. (See Draft Guidelines page 22.)
<b>Non-Eligible</b>	Any non-public agency (e.g., Housing Commission).

<b>Deadline:</b>	<b>April 2015</b>
<b>Timing:</b>	<ul style="list-style-type: none"> <li>• August 2014: SCG conducted three workshops to develop the program guidelines.</li> <li>• September 2014: Draft guidelines released for public comment.</li> <li>• October 2014: Three public workshops will be held to finalize the guidelines.</li> <li>• December 2014: Final guidelines to be submitted to SGC for approval.</li> <li>• January 2015: NOFA to be released.</li> <li>• April 2015: Applications will be due.</li> </ul>
<b>Website:</b>	<a href="http://sgc.ca.gov/">http://sgc.ca.gov/</a> Contact for Information: Adrienne Orilla – Executive Director Governor’s Office of Planning and Research (912) 322-1028; Email: <a href="mailto:Adrienne.orilla@opr.ca.gov">Adrienne.orilla@opr.ca.gov</a>

Funding Opportunity 18	
<b>Type:</b>	Comprehensive Land Use and Regional Growth
<b>Categories:</b>	Smart Growth & TOD Planning and Capital Grants (Infrastructure)
<b>Entity:</b>	San Diego Association of Governments (SANDAG)
<b>Name:</b>	Transnet Smart Growth Incentive Funds – Planning & Capital Grants Program
<b>Applicability:</b>	Mobility and TOD planning and infrastructure projects could be funded for mixed-use redevelopment areas such as the Harbor District Industrial Park.
<b>Action Steps:</b>	Contact the City to determine interest and readiness to apply for a planning grant in the next cycle.
<b>Description:</b>	<p>The <i>TransNet</i> Smart Growth Incentive Program (SGIP) funds transportation-related infrastructure improvements and planning efforts that support smart growth development. The SGIP will award two percent of the annual <i>TransNet</i> revenues for the next 40 years to local governments through a competitive grant program to support projects that will help better coordinate transportation and land use in the San Diego region.</p> <p>The goal of the <i>TransNet</i> SGIP is to fund comprehensive public infrastructure projects and planning activities that will facilitate compact, mixed use development focused around public transit, and that will increase housing and transportation choices. The projects funded under this program will serve as models for how modest investments in infrastructure and planning can make smart growth an asset to communities around the region. These investments should help attract private developers to build projects that, with the support of the <i>TransNet</i>-funded projects, create great places in the San Diego region.</p>
<b>Award Amount:</b>	\$400,000 to \$2 million
<b>Required Leverage:</b>	---
<b>Eligibility:</b>	Cities
<b>Non-Eligible</b>	Nonprofits and other entities may not receive funding directly but may partner with the city as a sub-applicant or member of a consortium
<b>Deadline:</b>	June 2015 (estimated)
<b>Timing:</b>	Requests for Applicants issues every 2 years (not annually). Grants (13) last awarded in June 2013.
<b>Website:</b>	<p><a href="http://www.sandag.org">www.sandag.org</a></p> <p>Contact for Information:</p> <p>Susan Baldwin, Senior Regional Planner Phone: (619) 699-1943, Email: <a href="mailto:susan.baldwin@sandag.org">susan.baldwin@sandag.org</a></p>

**ENVIRONMENTAL PROJECTS  
RESEARCH AND EVALUATION**



<b>Funding Opportunity 19</b>	
<b>Type:</b>	Philanthropic
<b>Categories:</b>	Research, Planning, Proof of Concept Evaluation
<b>Entity:</b>	San Diego Foundation
<b>Name:</b>	Environmental Programs
<b>Applicability:</b>	The Foundation is a potential resource for involving the community with other local stakeholders in important initiatives affecting health, environmental education and quality of life within distinct communities.
<b>Action Steps:</b>	Contact Emily Young to inform her of the project and get her feedback/support.
<b>Description:</b>	<p>In 2011, The Foundation granted program grants of \$1.2 million to local communities, in addition to the over \$60 million in Donor Advised Fund Grants. Program grants are distributed through a competitive process across specific subject areas, each headed by Working Groups of committed volunteers. Subject areas include arts and culture, the environment, health &amp; human services, and science &amp; technology. Under the Environment, the Foundation is focused in three areas: conservation of globally significant, biodiversity hotspots in Southern California, community-based efforts to eliminate toxic substances which revitalize green spaces, and regional efforts to address climate change through mitigation and adaptation.</p> <p>A key program under the Foundation’s Climate Initiative is the Blasker Environment grant. This program is particularly interested in projects that focus on 1) the potential impacts of climate change on the region (i.e., in areas such as public and ecosystem health), and 2) ways to reduce our local greenhouse gas emissions and minimize climate change impacts in the San Diego region.</p>
<b>Award Amount:</b>	Averages \$25,000 per project
<b>Required Leverage:</b>	None required.
<b>Eligibility:</b>	Nonprofits (community focus)
<b>Non-Eligible</b>	Businesses.
<b>Deadline:</b>	Program grant opportunities announced annually for each priority funding area. For the FY 2015 Blasker Environment grant, Letters of Inquiry must be submitted via email to <a href="mailto:emilyg@sdfoundation.org">emilyg@sdfoundation.org</a> no later than 12:00 p.m. (noon) Tuesday, Oct. 7th, 2014.

<b>Timing:</b>	The Foundation is under new leadership (B. Kathryn Meade, Executive Director) in 2014. This may present an opportunity to introduce innovative approaches to grant-making that enhance the collective impact of change within targeted communities.
<b>Website:</b>	<p><a href="http://www.sdfoundation.org">www.sdfoundation.org</a></p> <p>Emily Young, Ph.D. (oversees Environmental Grants)          Liberty Station          The San Diego Foundation          2508 Historic Decatur Rd., Suite 200          San Diego, CA 92106          Ph: 619-235-2300  <a href="mailto:eyoung@sdfoundation.org">eyoung@sdfoundation.org</a></p>

Funding Opportunity 20	
<b>Type:</b>	Philanthropic
<b>Categories:</b>	Public Health and the Built Environment
<b>Entity:</b>	Pew Charitable Trusts
<b>Name:</b>	Health Impact Assessment Grants
<b>Applicability:</b>	The HIA grant program funds communities in the planning stage that are evaluating the social, health and economic impact of large-scale projects involving infrastructure and public investment. The HIA program is a potential resource for engaging university researchers, economists, health experts, transportation planners and environmental groups with the community in understanding the positive and negative impacts of major projects and formulating indicators for success.
<b>Action Steps:</b>	Consider HIAs as part of an area-wide strategy to address transitioning automotive repair shops to an alternative green center. Contact Steven Ellsberg, a member of San Diego Grantmakers and the local California Endowment regional officer.
<b>Description:</b>	<p>The Health Impact Project, a collaboration of the <a href="#">Robert Wood Johnson Foundation</a> and The Pew Charitable Trusts, is a national initiative designed to promote the use of health impact assessments (HIAs) as a decision-making tool for policymakers. Decision makers at all levels are using the fast-growing field of HIA to take health into account when making decisions in a broad range of sectors, including agriculture, education, energy and budgeting, in all types of locations--rural, suburban, and urban, local, regional or statewide. HIAs use a flexible, data-driven approach that identifies the health consequences of new policies and develops practical strategies to enhance their health benefits and minimize adverse effects. HIA helps identify and address the health impacts of policies and decisions in non-health sectors, such as building a major roadway, planning a city's growth, or developing agricultural policy. An HIA includes practical strategies to enhance their health benefits and minimize adverse effects.</p> <p>In 2014, The California Foundation announced it was providing grant funding with the Pew Charitable Trusts and Robert Wood Johnson Foundation on a competitive basis for HIAs in California.</p>
<b>Award Amount:</b>	\$75,000
<b>Required Leverage:</b>	None required.
<b>Eligibility:</b>	Universities, cities, nonprofits. Foundations.
<b>Non-Eligible</b>	Businesses

<b>Deadline:</b>	<b>Late summer/early fall due date.</b>
<b>Timing:</b>	Funding opportunities are announced annually in July.
<b>Website:</b>	<a href="http://www.pewtrust.org">www.pewtrust.org</a> Aaron Wernham, MD 215-575-9050 One Commerce Square <a href="http://www.pewtrust.org">2005 Market Street, Suite 2800, Philadelphia, PA 19103-7077</a>

## Appendix H: Cash Flow Analysis

# Appendix B:

## SPANISH EXECUTIVE SUMMARY - GREEN INDUSTRIAL AUTO PARK FEASIBILITY STUDY



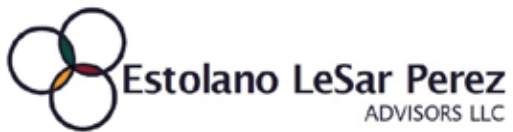
## Estudio de Factibilidad Para Parque Industrial Automotriz Verde



**Preparado para:**  
Environmental Health Coalition  
2727 Hoover Ave #202  
National City, CA 91950

**Presentado Por:**  
Estolano LeSar Perez Advisors, LLC  
LeSar Development Consultants

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## Reconocimientos

El presente informe fue hecho posible gracias al tiempo y dedicación de los habitantes, la comunidad empresarial y los actores de la ciudad de National City. El fondo perdido Brownfields Planning Grant de la Agencia de Protección Ambiental de EE.UU. fue clave en aportar los recursos para avanzar un estudio que reflejara las necesidades de la comunidad.

Agradecemos el apoyo de la Cámara de Comercio de National City. Asimismo agradecemos a todos los negocios que tan gentilmente nos abrieron sus puertas y nos confiaron información invaluable. El grupo de actores PIAV, compuesto de representantes de National City, la Cámara de Comercio de National City, la primaria Kimball, San Diego Organizing Project y Paradise Creek, nos brindaron valiosa retroalimentación durante todo el proyecto.

Fue un honor colaborar con habitantes de Old Town National City comprometidos con convertir a su comunidad en un lugar más sano para vivir y quienes continuamente guían y crecen la cartera de soluciones en aras de crear un National City que funcione para todos.

Les agradece,



## 1. Resumen Ejecutivo

### Descripción del Proyecto

El presente informe examina la factibilidad de desarrollar un Parque Industrial Automotriz Verde (PIAV) en National City que pudiera fungir como un destino innovador, respetuoso del medio ambiente y económicamente viable para la instalación de talleres automotrices que deberán irse reubicando de Old Town National City (OTNC), un barrio habitacional de escasos recursos que actualmente enfrenta afectaciones en la salud a raíz de usos de suelo incompatibles. La meta final del PIAV es crear una separación adecuada entre usos de suelo industriales y residenciales sin que esto ocasione pérdidas económicas.

National City es la segunda ciudad más antigua del condado de San Diego, y se encuentra ubicada cinco millas al sur de la Ciudad de San Diego. Durante los últimos 50 años, este barrio predominantemente latino de escasos recursos ha evolucionado de ser un barrio primordialmente residencial a una **mezcla incompatible de usos industriales alrededor de hogares y escuelas**. Dicho desarrollo incompatible entre usos industriales y residenciales ha ocasionado un aumento en enfermedades respiratorias y un mayor riesgo de descargas accidentales de sustancias químicas tóxicas. Las plantas industriales de la zona emiten aproximadamente 32,000 libras de contaminantes atmosféricos tóxicos al año, según cifras de emisiones obtenidas del Distrito de Control de la Contaminación Atmosférica de San Diego. Los talleres de carrocería aportan al menos 6,000 libras de contaminantes atmosféricos tóxicos y almacenan 15,000 libras de gases orgánicos. Por ende, no es de sorprender que las tasas de asma sean desproporcionadamente elevadas en el barrio. En 2012, la tasa de visitas a urgencias para niños de entre 0 a 17 años de edad fue de 116 por cada 10,000 niños, en comparación con una tasa a nivel condado de 59 por cada 10,000 niños.

A fin de **resolver los usos de suelo incompatibles**, los habitantes de **este barrio** desarrollaron su visión para el barrio en conjunto con el Municipio. Dicha visión se ve reflejada en el plan denominado *Westside Specific Plan* (Plan Específico para el Lado Oeste). El *Westside Specific Plan*, mismo que se adoptó en 2010, reordena los usos de suelo de la zona y exige la reubicación en fases de usos de suelo incompatibles, entre ellos talleres automotrices, mediante un reglamento de amortización que se adoptó en 2006. El Plan refleja las aspiraciones de los habitantes de contar con una comunidad sana. Sus principios rectores incluyen la protección de la vocación habitacional del barrio; la mejora de condiciones de salud ambiental para los habitantes de la zona; mejoramientos a la seguridad peatonal; y la protección del arroyo Paradise Creek.

El Reglamento Municipal de Amortización de 2006 brinda al municipio la oportunidad de ir exigiendo el retiro de negocios incompatibles en OTNC. Los objetivos del presente estudio son comprender las necesidades de empresas del ramo automotriz y desarrollar un plan conceptual y financiero para la implementación del PIAV. La intención del PIAV será el recibir a las empresas del ramo automotriz que actualmente operan en OTNC a las que se les exija reubicarse.

Llevamos a cabo un análisis específico al sitio enfocado al desarrollo del PIAV en lo que fueran anteriormente las instalaciones de la empresa maderera San Diego Wood Preserving Company (SDWPC, por sus siglas en inglés), un terreno industrial abandonado con una superficie de 1.7 acres

ubicado en National City. El espacio permitiría la instalación de entre 6 y 7 empresas en función de una superficie promedio de 4,900 pies cuadrados y un rango de locales de 2,450 pies cuadrados a 9,800 pies cuadrados. Asimismo, el PIAV incorporaría elementos verdes y sustentables en aras de minimizar o mitigar el consumo de agua y electricidad, reducir los escurrimientos pluviales, reciclar los residuos y reducir las emisiones a la atmósfera. Dichos conceptos de diseño se arraigan tanto en obligaciones normativas como las mejores prácticas extraídas de casos de estudio.

Los hallazgos del presente informe se basan en el Estudio de Factibilidad para un Parque Industrial realizado por National City en 2008, el entorno económico actual, entrevistas presenciales con empresas locales del ramo automotriz, fuentes gubernamentales y publicaciones específicas al ramo. Todas las fuentes se evaluaron detalladamente a fin de verificar su veracidad y nutrieron el análisis y las recomendaciones.

Los últimos siete años han traído diversos cambios al contexto general en el que reevaluamos la factibilidad de crear un PIAV en National City. Lo que permanece sin cambio es la necesidad de separar los locales automotrices de las familias en la zona oeste. Las condiciones adversas que afectan la salud y seguridad de sus habitantes continúan diariamente. Condiciones extremas, como fue el caso del incendio en el taller de carrocería E & S Auto Works en marzo de 2014 nos recuerdan el inminente peligro que amenaza las vidas de vecinos y trabajadores.

Existen muchas comunidades a lo largo de California y en todo Estados Unidos que luchan contra los mismos retos de preservar empresas y empleos y al mismo tiempo atender las problemáticas ambientales y de salud que se desprenden de la mezcolanza entre usos industriales y habitacionales. Es tanto en este contexto local como en el nacional que buscamos aportar este acervo de conocimientos y esta cartera de soluciones que podrá utilizarse y duplicarse en comunidades a lo largo de todo Estados Unidos.

## Hallazgos

### **Costos de Desarrollo, Financiamiento, y Estructuras de Dominio**

Según nuestra proforma, se calcula que los costos globales para el desarrollo del PIAV serán de aproximadamente \$6.5 millones de dólares; es decir, \$183 dólares por pie cuadrado. Los costos representan estimaciones preliminares y su intención es conservadora; es decir, existe el potencial de que pueda reducirse el presupuesto. A través de un análisis del SDWPC, identificamos que el proyecto puede desarrollarse en un sitio con estas dimensiones.

- En función de ventas comparables en el área local, estimamos que el valor justo de mercado para el terreno industrial abandonado ubicado en 2010 Haffley Avenue, cuya superficie es de 1.7 acre o 74,487 pies cuadrados, es de aproximadamente \$1,042,818 dólares; es decir, \$14 por pie cuadrado de terreno. Lo anterior supone que el sitio se encuentre limpio, libre de equipo y listo para iniciar actividades de nueva construcción.
- La cantidad de ingresos que pueden generarse por concepto de arrendamientos es suficiente para avalar cierta deuda amortizable privada. Por lo anterior, la proforma se basa en el esquema con menos áreas comunes (esquema 1) a fin de incrementar la cantidad de ingresos que podrán generarse por concepto de arrendamientos. El esquema 1 se trata de un diseño industrial convencional multi-local en el que cada operador adquiere o arrienda su propio espacio y no

comparte espacio para clientes o áreas comunes con otros locales. El esquema que se recomienda permitiría la instalación de 6 empresas en espacios promedio de 4,900 pies cuadrados, con un rango de dimensiones por local de entre 3,450 pies cuadrados y 9,800 pies cuadrados.

- Nuestro supuesto es que, en función de la información de mercado, una renta de \$0.75 dólares por pie cuadrado es la renta logable para las dimensiones rentables proyectadas.
- Utilizamos la estimación de alto nivel de la industria para gastos de operación, misma que es de \$0.25 dólares por pie cuadrado por mes. Se agregó como supuesto un impuesto predial adicional de 1.025% sobre el valor.

Será muy probablemente la estructura financiera la que dicte la estructura de dominio y administración, ya que el proyecto no dependerá de una estrategia convencional de financiamiento en función de deuda y valor neto. Se anticipa que pudieran resultar funcionales las siguientes tres estructuras de dominio:

- 1) **Estructura de Arrendamiento:** el proyecto sería propiedad del organismo desarrollador a largo plazo, y los locales automotrices se ofrecerían en arrendamiento a los locatarios. El organismo desarrollador probablemente sería con fines de lucro; sin embargo, el municipio y/o una OSC podrían tener que formar parte de la transacción a fin de acceder a algunas de las fuentes de financiamiento con que se cuente.
- 2) **Dominio por parte de un Particular:** al igual que como se detalla en el párrafo anterior, pero con una opción para convertirse en una estructura de dominio en condominio de talleres de carrocería una vez que se retire el socio del crédito fiscal para nuevos mercados. El propietario desarrollador actual podría en ese momento optar por vender el complejo en su totalidad o enajenar condominios empresariales a los propietarios actuales o a nuevos. Este tipo de estructura debe planificarse durante la fase de planeación de desarrollo y debe considerarse en la estructuración financiera de la transacción.
- 3) **Dominio en condominio empresarial desde el inicio:** No obstante que en este momento no parece factible, se estará en posibilidad de emprender una exploración más a fondo en materia de desarrollar el proyecto como condominios empresariales en la medida que se vayan completando las labores respecto de las fuentes de financiamiento del proyecto.

Las fuentes de financiamiento particulares de \$2.43 millones de dólares se pronosticaron de manera conservadora y constituyen alrededor del 41% del financiamiento permanente global para el proyecto. Dependiendo de una variedad de factores, entre ellos la persistencia de un entorno empréstimo de bajo interés y el cálculo del número de empleos que generará el desarrollo del presente proyecto, podrían aumentar de manera importante las fuentes particulares de financiamiento.

En este momento, las fuentes públicas a identificarse para completar el proyecto constituyen alrededor de \$3.8 millones de dólares o el 59% del proyecto. Existe una diversidad de fuentes de alta probabilidad que pueden conseguirse para completar el plan de financiamiento. Las tendencias de

política pública y financiamiento público se enfocan a crear comunidades sustentables, incluyendo la creación de proyectos de desarrollo económico.

El término de las dependencias de redesarrollo en California creó la necesidad de identificar otras formas de subsidio para la implementación de proyectos. El remplazo de dicha herramienta con una diversidad de nuevas y emergentes herramientas de financiamiento e impuestos locales, en particular la creación del mecanismo de financiamiento Cap and Trade a nivel estatal y mejoras en los distritos de financiamiento de infraestructura (infrastructure financing districts, o IFDs), brinda oportunidades para la creación de financiamiento local.

La zona geográfica en que se ubica el terreno receptor del PIAV cuenta con una tasa de plaza libre o disponibilidad de 5% o menor, lo cual se considera un buen mercado para el desarrollador y el operador.

La administración del parque industrial probablemente quede a cargo del propietario/desarrollador, quien contratará a una empresa administradora u operará directamente el proyecto. Es posible que el propietario sea un operador de taller de carrocería quien ocupe parte de los espacios y arriende el resto a locatarios.

## Entorno Empresarial y Necesidades

Las investigaciones y entrevistas que realizamos con locatarios de OTNC nos permitieron conocer las necesidades del ramo automotriz, así como las necesidades de terreno y diseño para el PIAV. A continuación se comparten algunos de los principales hallazgos:

- Los talleres automotrices son un componente importante de la economía local de National City. Brindan servicios de apoyo a concesionarios de vehículos y refaccionarias, quienes son los principales causahabientes en National City.
- Las empresas aseguradoras dictan gran parte de los cambios que se están presentando en el ramo de talleres automotrices, lo cual afecta la rentabilidad de pequeños talleres de carrocería independientes.
- La reciente recesión afectó de manera importante a carroceros, ya que los consumidores optaron por eliminar el gasto de pintura y pequeñas reparaciones; sin embargo, esto comienza a cambiar en la medida que ha comenzado a mejorar la economía.
- En cuestión de diseño del sitio, el PIAV deberá fomentar una compatibilidad entre distintos negocios mediante invitar a que se instalen en el PIAV locales automotrices que no compitan entre sí.
- La clientela de los locatarios a quienes entrevistamos varió en función del tipo de negocio, e incluso dentro del mismo tipo. Por ejemplo, un taller de carrocería dependía fuertemente de canalizaciones por parte de aseguradoras (hasta un 80% de su negocio); otro taller tenía una gran proporción de canalizaciones de las concesionarias automotrices en Mile of Cars (es decir, el 40%

de su negocio). En el caso del PIAV, las empresas indicaron que estarían dispuestas a instalarse en el Parque Industrial Automotriz Verde siempre y cuando los otros negocios no tuvieran una clientela similar.

- La mayoría de los negocios coincidieron en que ubicar el PIAV en el sitio de SDWPC u otra zona cercana al oeste de la interestatal 5 sería adecuado, ya que dependen casi exclusivamente de canalizaciones por parte de aseguradoras y grandes concesionarias en Mile of Cars y muy poco de recomendaciones por parte de clientes particulares.
- Por último, las empresas entrevistadas consideran que un aumento en inspecciones de cumplimiento por parte del municipio a negocios automotrices generaría “enormes mejoras” para la comunidad.

## Entorno Normativo

La normatividad en vigor para el ramo automotriz fomenta y dirige a empresas en la adopción de prácticas empresariales ambientalmente sanas.

- Se han lanzado nuevos incentivos en apoyo a la industria de reparación automotriz para modernizar sus operaciones e instalaciones. Algunos de ellos incluyen cambios en prácticas relacionadas con el uso, almacenamiento y disposición de residuos peligrosos a fin de mitigar sus impactos negativos al medio ambiente y la salud de las personas.
- Actualizaciones normativas en las esferas federal, estatal y local brindan directrices claras para negocios de reparación automotriz. Se anticipa que la implementación de las nuevas normas reducirá los impactos ambientales y en la salud de comunidades.

## Mejores Prácticas: Hallazgos en Casos de Estudio

No obstante que solo existen unos cuantos ejemplos a utilizar como guía, existe una apremiante necesidad a nivel nacional de identificar soluciones innovadoras para preservar negocios y empleos y a la vez atender las problemáticas ambientales y de salud se desprenden de la mezcolanza entre usos industriales y habitacionales.

Los casos de estudio a continuación brindan inspiración respecto de que el PIAV pueda aportar soluciones necesarias para los talleres locales de reparación automotriz y a la vez que se les reubica a una ubicación debidamente zonificada y se reducen sus impactos al medio ambiente.

- El taller de carrocería “Selecta” en San Francisco es **un modelo para otros talleres de carrocería interesados en diseño “verde” de sus instalaciones y en prácticas sustentables**. Se trata de un taller de reparación de daño por colisiones ecológico y con tecnología de punta que busca utilizar tanto equipo moderno como sea posible a fin de lograr sus metas de sustentabilidad.
- Un grupo selecto de empresas de la zona conocida como el “Triángulo de Acero” en Nueva York sumaron fuerzas y se reubicaron a una zona industrial de Queens para establecer Sunrise Cooperative (La Cooperativa). **La Cooperativa, propiedad colectiva de más de 50 empresarios, logró arrendar una planta de 144,000 pies cuadrados en un terreno de 4.9 acres en el barrio de**

**Hunts Point.** Debido a que las instalaciones se encuentran en una Zona de Facultamiento Federal, se ofrecieron a la Cooperativa una diversidad de incentivos financieros para instalarse en la planta.<sup>1</sup> Se anticipa que La Cooperativa funja como incubadora empresarial en Hunts Point, y demuestra la importancia de la co-ubicación de negocios.

- **Capacitación y difusión social para talleres automotrices son la clave para mejorar la salud ambiental y profesional.** El Proyecto Talleres Seguros de la Comisión de Salud Pública de Boston (Boston Public Health Commission, o BPHC) redujo los riesgos a la salud profesional y ambiental que ocasionaban los más de 400 talleres automotrices ubicados dentro de la ciudad de Boston, Massachusetts, mediante capacitaciones y difusión social. El programa Talleres Seguros forjó relaciones de confianza con la comunidad de reparación automotriz, y esto generó como resultado cambios en políticas de compra, implementación y estrategias de prevención de la contaminación.

## Conclusiones and Recomendaciones

Nuestro análisis de factibilidad para el desarrollo del PIAV de manera preliminar confirma que el PIAV es económicamente factible en el entorno normativo y económico actual. Contamos con un plan de financiamiento razonable, en el cual aproximadamente el 40% del financiamiento provendrá de fuentes particulares, y el 60% de fuentes públicas y filantrópicas. Hemos identificado una gran diversidad de recursos federales, estatales y regionales que podrán explorarse en mayor detalle a fin de cerrar la brecha.

Recomendamos como pasos siguientes para avanzar el desarrollo del PIAV los que aparecen a continuación:

1. Crear un organismo dedicado sin fines de lucro con una junta directiva compuesta de socios actores, incluyente de representantes del gobierno de National City, las empresas de reparación automotriz, habitantes de la comunidad y sus organizadores, y actores locales como la Cámara de Comercio. El establecimiento de un organismo propietario, en particular una sin fines de lucro, será esencial para recibir fondos semilla e inversiones a fondo perdido tanto públicas como filantrópicas para cubrir las erogaciones de pre-desarrollo. Un organismo sin fines de lucro está facultado para solicitar y recibir fondos para la construcción, dominio y operación del presente proyecto hasta el momento en que sea posible transferir el dominio a los locatarios de empresas de reparación automotriz.
2. Conseguir una mezcla de fuentes de financiamiento públicas y privadas de pre-desarrollo a fin de avanzar la factibilidad y planificación iniciales del proyecto.
3. El costo global de desarrollo suma aproximadamente la cantidad de \$6.5 millones de dólares; es decir, \$183 dólares por pie cuadrado. Dichos costos representan estimaciones preliminares y su intención es ser conservadores, es decir, existe el potencial de reducir el presupuesto. Los siguientes pasos para afinar el presupuesto para este sitio en particular serían reunirse con una tercera parte estimadora del costo de construcción a fin de obtener estimaciones más precisas de los costos duros, así como para avanzar el desarrollo del plan de

<sup>1</sup> <http://www.nydailynews.com/new-york/queens/willets-bizzes-leave-article-1.1431283>

financiamiento (fuentes tanto para la obra de construcción como permanentes). Este análisis de mayor profundidad y refinamiento exigiría el utilizar a una estimadora de costos independiente, la cual sería sub-asesora del asesor financiero.

4. El código de zonificación en vigor exige que talleres de servicio o reparación automotriz cuenten con una superficie mínima de terreno de 7,500 pies cuadrados. El siguiente paso debe ser dialogar con el Departamento de Planeación Municipal a fin de determinar si es factible una enmienda al código.